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## CHAPTER ONE

OBJECTIVES, PRINCIPLES, ORGANIZATION AND AUTHORITY  
AND PUBLIC AFFAIRS FUNCTIONAL AREAS

## 0100 REFERENCES

a. **DoD Directive 5400.7 of 13 May 1988.** (Subject: Department of Defense (DoD) Freedom of Information Act Program) Promulgates the Freedom of Information Act Program throughout DoD and establishes the foundation policy to make DoD information available to the public.

b. **DoD Directive 5230.9 of 2 April 1982.** (Subject: Clearance of DoD Information for Public Release) Outlines basic requirements for security and policy review requirements prior to the public release of DoD information.

c. **DoD Directive 5105.35 of 7 May 1965.** (Subject: Responsibilities of Unified and Specified Commands in Public Affairs Matters) Describes channels of authority for public affairs matters under the cognizance of Unified and Specified Commanders.

d. **JOPS, Volumes I and IV (NOTAL).** (Subject: Joint Operational Planning System, Public Affairs and Combat Documentation Annex) Promulgates detailed planning guidance for the conduct of public affairs during an operation or contingency. Provides a sample or foundation upon which Unified and Specified Commands and their components can develop contingency annexes.

e. **MCO P5720.61 (NOTAL).** (Subject: Marine Corps Public Affairs Manual, Volume II, Organization, Mission and Functions) Promulgates public affairs guidance and procedures for the Marine Corps.

f. **OPNAVINST 5400.24D (NOTAL).** (Subject: Command, Area Coordination, and Command Relationships) Provides guidance in implementing command and area coordination responsibilities of the Chief of Naval Operations for shore activities of the Navy. Contains instructions which limit Area Coordinators in the exercise of their authority over Marine Corps activities in the chain of command of the Commandant of the Marine Corps (CMC).

g. **SECNAVINST 5430.97.** (Subject: Assignment of Public Affairs Responsibilities in the Department of the Navy (DON)) Describes relationship between SECNAV, CNO, CMC, CHINFO and DIRPA with respect to conduct of public affairs in DON. (A

## 0101 ROLE OF THE PUBLIC IN GOVERNMENT

a. **Underlying Principles.** By writing that governments derive "their just power from the consent of the governed," Thomas Jefferson and the other Founding Fathers called for a government accountable to a consenting constituency. Essential to the process of accountability is a means to inform the people that is free from government interference. The framers of the Constitution declared in the First Amendment that "Congress shall make no law...abridging freedom of speech, or of the press..." Thus was conceived an underlying principle of our democracy: the press and the public have the right, under the Freedom of Information Act, to gain access to unclassified information possessed by the government. The outcome of a free and independent press is an informed electorate, one which can make the necessary decisions to hold the government accountable. As an institution of society, the

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military must participate in the process of information flow to the American people. While the Services fulfill their responsibility of national defense by seeing to matters of resources, training and operations, they must also, as agencies of the government, fulfill a responsibility unique to institutions of a democratic society. The Navy and Marine Corps must make a clear and compelling statement of their mission, and they must provide the American people the information necessary to determine their readiness. Information flow is the catalyst for accountability in our society, and public affairs is the function within the Department of the Navy that keeps the American people informed.

**b. Emergence of Community Relations and Internal Information.** Over the years, public affairs has evolved into a three part discipline: public information, community relations and internal information. Since information to the public through news media is only one avenue of communication, community relations activities, which allow direct community-military interface, are an integral part of a total public affairs effort. Perhaps the backbone of public affairs, internal information is not only essential to enhanced retention and quality of life but also is the indispensable vehicle that serves to inform and motivate the fighting force.

**c. Freedom of Information.** The Freedom of Information Act (FOIA), signed into law on July 4, 1966, was the first law to guarantee the public's right of access to government information and to establish a system to enforce that right. Discussed more fully in Chapter Seven (The Privacy and Freedom of Information Acts), the FOIA can be summarized as follows:

- (1) Disclosure is the general rule, not the exception;
- (2) All individuals have equal rights of access;
- (3) The burden to justify withholding a document is on the government, not on the person who requests it;
- (4) Individuals improperly denied access to documents have the right to seek relief in the courts.

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**0102 OBJECTIVES**

**a. Department of Defense Principles of Information.** As stated in reference (a), it is DON policy to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out that policy, the following principles of information will apply: (R)

(1) Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the FOIA will be supported in both letter and spirit.

(2) A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

(3) Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

(4) Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Forces.

(5) The Department's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DOD public affairs programs.

**b. Role of Public Affairs in Executing The Maritime Strategy.** The Maritime Strategy, the cornerstone of the Navy and Marine Corps Team, is a constantly evolving and comprehensive statement that provides global perspective, sets a course for Navy and Marine Corps programming decisions and shapes the professional consensus on warfighting. The strategy describes the role of the naval establishment in executing the U. S. National Military Strategy and provides direction and definition to overall resource management, administration and operational planning. The DON public affairs objective is to explain the Maritime Strategy and convey the nature and importance of the resources and evolutions necessary to fulfill that strategy. Specifically, the public affairs objective will be achieved by communicating to those audiences the following messages:

(1) The Navy and Marine Corps Team is a flexible instrument of national policy;

(2) A ready, capable Navy and Marine Corps Team is invaluable in peacetime, because it is uniquely capable of enhancing deterrence, containing and controlling crises, supporting diplomatic goals, sustaining high force readiness and deterring state-sponsored terrorism;

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(3) The Navy and Marine Corps contribute substantially to international stability by exercising and maintaining freedom of the seas;

(4) The Navy and Marine Corps define their resource requirements accurately by placing them in the context of the Maritime Strategy;

(5) The Navy and Marine Corps exercise prudent stewardship over resources furnished by the taxpayer; and

(6) The Navy and Marine Corps must continue to recruit and retain men and women who exhibit a commitment to personal excellence to provide for the security of the U. S.

**c. Public Affairs Guidance.** Thematic and procedural guidance is necessary for public affairs activity to occur with an acceptable degree of uniformity throughout the chain of command. Such guidance results in goal-oriented activity, a more consistent message to the public and a deeper appreciation down through the chain of the direction and concerns of leadership.

(1) At the Department of the Navy level, public affairs guidance is developed by the Chief of Information (CHINFO) in consultation with the Director of Public Affairs (DIRPA), HQ Marine Corps, who will also generate broad guidance for their respective services. Guidance may consist of:

(a) A theme or themes on which public affairs activity will be centered, normally for a specified period of time;

(b) Particular action required in one or more functional aspects of public affairs (e.g., the need to provide Navy and Marine Corps speakers on a particular issue or subject and the means by which speech resource material on that theme may be obtained); and

(c) Coordination and reporting requirements if necessary.

(2) Periodic public affairs guidance may also be promulgated by competent authorities at various echelons in either the administrative or operational chains of command as necessary to meet emerging circumstances, govern response to particular issues or meet additional specific information goals.

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**0103 PUBLIC AFFAIRS FUNCTIONAL APPLICATIONS**

a. **General.** The three commonly accepted functional applications of DON public affairs are public information, internal information and community relations. It must be emphasized that those functional areas tend to overlap when public affairs officers plan to reach a selected target audience. For example, in attempting to reach the Navy's "internal audience," which includes families, civilian employees and reserve personnel, an internal information plan may include the use of external news media (public information) channels and selected groups such as the U.S. Navy League, Marine Corps League, or Fleet Reserve Association (community relations) channels to reach the total internal audience. Thus, a public affairs plan shall normally call for action in all three functional areas, with management attention to the supporting elements. (A)

b. **Public Information/Media Relations.** Public information is the collection, analysis and dissemination of unclassified, official and otherwise releasable information to the public or the news media. Public information also involves feedback from the public, such as monitoring of media coverage of Navy, Marine Corps and defense matters.

c. **Internal Information.** Internal information is the essential function of command and an integral component of the Navy and Marine Corps retention effort. It is the means by which an organization establishes, maintains and employs two-way channels of communication, linking leadership and the people of the organization. The DON internal information audience consists of active duty military personnel, families, civilian employees, Naval and Marine Corps Reserve personnel and retired persons and their families. Internal information refers not only to the formulation of messages or themes for members of the command, but also the means by which such messages are communicated.

d. **Community Relations.** Community relations refers to an array of activities that place Navy and Marine Corps people and hardware in direct contact with the public. The actual conduct of a sound, goal-oriented community relations program will vary considerably from one command to the next for many reasons. Among them are mission and allowable degree of public access, local public attitude toward the military, events that provide opportunity for direct interface with the public, and local issues which divide or unite the military and the community.

e. **Supporting Elements.** Public affairs supporting elements include resource management, organizational interrelationships, security and policy review.

(1) **Resource Management.** Resource management is the process of developing, implementing and monitoring the effectiveness of fiscal, personnel and system resources. Public affairs resources can be subject to particularly intense public scrutiny, so careful review of new requirements and prudent management of current resources is necessary.

(2) **Organizational Interrelationships.** In the context of public affairs, organizational relationships must be studied to determine the impact of public affairs actions on activities inside and outside DON and the activities and echelons with which coordination must occur prior to the release of information. Determining

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organizational interrelationships not only results in a statement of "impacts" but also the identification of one or more channels of authority through which information must be coordinated. See Article 0104.

(3) **Security Review.** As discussed in reference (b), unauthorized disclosures of classified and certain unclassified information or technical data in subject areas considered sensitive by DON can seriously degrade maritime operations and have adverse implications for national security. Disclosures can occur in any form: public statements, speeches, magazine articles, responses to queries or an "unofficial statement" or offhand remark made in public. The security review function, normally not performed by public affairs personnel, protects DON personnel from inadvertently releasing information which violates security requirements or exposes sensitive data. See Chapter Five (Security and Policy Review).

- R) (4) **Policy Review.** The supporting element of policy review ensures that the information proposed for release conforms to established departmental and governmental policies. See Chapter Five (Security and Policy Review).

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**0104 PUBLIC AFFAIRS ORGANIZATION AND AUTHORITY**

**a. General.** Public affairs organization within the Department of the Navy is designed to provide maximum information flow to the American people with minimum delay, subject only to operational security, statutory limitations and the safety of personnel. Often, issues affect a variety of organizations in and out of government as well as a range of echelons within the military. Determining who must release information and estimating the impact of the release involves a careful and deliberate study of organizational interrelationships. To accomplish this effectively, public affairs officers (PAOs) must understand the multiple channels of authority generally encountered by Navy and Marine Corps commands.

**b. Multiple Channels of Authority.** U. S. national policy is multifaceted, and a number of agencies execute portions of that policy. This gives rise to multiple channels of authority within government. Under certain circumstances, the authority of one agency will overlap another's, and the potential for conflict may exist in determining the appropriate agencies and level of authority involved in a particular public affairs matter. The following discusses organizational settings within the Department of Defense, each embodying a unique channel of authority.

**(1) Defense Department Channel.** Operational control of United States combat forces is assigned to the Unified and Specified Commands. Strategic direction and operational control of these entities flow from the President, through the Secretary of Defense and Joint Chiefs of Staff (JCS), to the Commander in Chief of each Unified and Specified Command. The Military Departments are not a link in that operational chain of command. The number of Unified and Specified Commands is not fixed by law or regulation and may vary from time to time.

(a) A Unified Command is composed of forces from two or more services, has a broad and continuing mission and is normally organized on a geographic basis. In some cases, while earmarked for assignment to the Unified Command in certain contingencies, the components of one or more of the Military Departments may not operate under the Unified Command's continuous operational control. When authorized by the Chairman, JCS, the commander of the Unified Command may establish a subordinate command or a Joint Task Force. See reference (d) for details.

(b) A Specified Command also has a broad and continuing mission, but is organized on a functional rather than geographic basis and made up of forces of a single Service.

(c) Public affairs functions of Unified and Specified Commands and Joint Task Forces, as per reference (c), include:

1. Promulgation of public affairs policy guidance to service component commanders;

2. Development and enforcement of ground rules for news media relations (i.e., procedures for attribution, embargoes, backgrounders, etc.);

3. Establishment of news media accreditation procedures within the Unified or Specified Command area of responsibility;

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4. Establishment and operation of a Joint Information Bureau (JIB), a clearinghouse for military information release and a support center for news media representatives;

5. Development and implementation of a plan to increase host-nation understanding and support of the Command's mission and operations;

6. Execution of an internal information program.

(d) The Unified Commands are:

1. U. S. European Command, Stuttgart-Vaihingen, Germany.

2. U. S. Pacific Command, Honolulu, Hawaii.

3. U. S. Atlantic Command, Norfolk, Virginia.

D) Panama.

4. U. S. Southern Command, Quarry Heights, Republic of

5. U. S. Central Command, MacDill AFB, Florida.

6. U. S. Space Command, Colorado Springs, Colorado.

7. U. S. Transportation Command, Scott AFB, Illinois.

8. U. S. Special Operations Command, MacDill AFB, Florida.

(e) The Specified Commands are :

1. Strategic Air Command, Omaha, Nebraska

A) 2. Forces Command, Fort McPherson, Georgia

**(f) DOD Public Affairs Organization.** The Assistant Secretary of Defense (Public Affairs) [ASD(PA)] is the principal staff advisor and assistant to the Secretary of Defense for all DOD public and internal information, FOIA matters, mandatory declassification review, clearance of DOD information, community relations, information training and audiovisual matters.

**(g) ASD(PA) Authority.** The authority to communicate directly with DOD components on public affairs matters is delegated by the Secretary of Defense (SECDEF) to ASD(PA). ASD(PA) provides public affairs guidance directly to the Unified and Specified Commanders and direction to the Navy and Marine Corps through the Secretary of the Navy (SECNAV). Matters with operational implications are coordinated with the Joint Chiefs of Staff. Based on this direction, the Commanders in Chief of the Unified and Specified Commands issue policy guidance and direction to subordinate or component commanders. ASD(PA) also has authority to:

1. Act as the sole agent at the Seat of Government for the release of official Department of Defense information pertaining to any DoD



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component or program for dissemination through any form of public information media;

2. Establish accreditation criteria and serve as approving and issuing authority for credentials for news-gathering media representatives who travel in connection with coverage of official activities by DoD components.

3. Declassify official information submitted for security review, Freedom of Information appellate actions and those over which the DoD exercises final classification jurisdiction.

4. Approve military participation in any public exhibition, demonstration or ceremony having national or international significance.

5. Approve cooperation with media having a national audience, including interviews of any military personnel.

6. Coordinate deployment of the DoD national news media pool which (A) deploys on major exercise and contingency operations.

In performing duties as discussed above, ASD(PA) coordinates and exchanges information with the service information chiefs (CHINFO for the Navy and DIRPA for the Marine Corps) who perform collateral or related functions for their respective military services.

**(2) Combined, Allied and Overseas Channels.** Special considerations in combined and overseas operations require adherence to requirements which may differ considerably from this instruction. International agreements between member nations of a combined command govern the conduct of public affairs in matters not considered a national prerogative. It is possible that a command may be subject concurrently to the public affairs direction of this instruction, additional guidance by CHINFO or DIRPA, the immediate superior in the administrative chain (e.g., the type commander), the operational commander in the NATO or combined task force organization and the U.S. Ambassador. The PAO shall determine the impact of a particular decision in light of multiple chains of authority and keep all informed.

**(a) U.S. Embassy and Country Team.** Every U.S. Embassy has a Country Team composed of representatives of the Defense Attache Office, State Department Public Affairs Office and the U.S. Information Agency (USIA). The USIA representative normally heads the public affairs section of the embassy or consulate. (D) The country team oversees public affairs programs implemented by any agency of the U.S. Government within that country. In some countries, information guidance is contained in a document known as the Country Plan. Among the goals and procedures outlined in the plan are broad U.S. policy objectives for that country and coordination procedures for routine and emergency actions. The Country Team reviews all U.S. public affairs initiatives to

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determine the degree to which they support Country Plan objectives. Unified commands usually take the lead in coordinating PA matters with country teams, or will specifically delegate this responsibility in certain cases to component commands. Unified commands will also designate a senior military representative (DAO or ODC) to coordinate PA matters with the Country Team and serve as the Unified Command PA representative to the Country Team.

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1. The USIA is charged with explaining both American society and U.S. Government policies to people of foreign countries. One aspect of this mission is USIA's worldwide dissemination of photographs and news copy pertaining to foreign dignitaries who are visiting the United States. When those dignitaries visit U.S. Armed Forces installations and units, the commands may be required to cover the visit for use by USIA.

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2. When tasked to cover the event for external release, commands will submit without delay brief, comprehensive stories and photographs of the visits of foreign dignitaries to their units. Copy and photographs should be sent to ASD(PA) via CHINFO or DIRPA and the chain of command. When approved, ASD(PA) will forward the submission to USIA without delay.

3. USIA provides assistance to Navy and Marine Corps units overseas by channeling public affairs efforts through the Ambassador into news media outlets, resulting in coverage of significant events and improved relations with the public overseas.

**(3) Department of the Navy.** Under SECDEF, SECNAV is responsible for establishing DON public affairs policy in the and directing its implementation. The Secretary monitors and controls Navy and Marine Corps relations with the Congress, SECDEF, other principal government officials and the public. Implementation of SECNAV's policies is the responsibility of the CNO, the CMC and other senior commanders who report directly to the Secretary.

**(a) Chief of Information.** As the direct representative of SECNAV, CHINFO, the Navy's Service Information Chief, is responsible for planning and implementing DON public affairs programs, exercising command of the Navy Offices of Information and other CHINFO field activities and providing direction to public affairs programs throughout DON. As the Special Assistant for Public Affairs Support (OP-09C), CHINFO is also PAO for CNO. Functionally, CHINFO:

R) 1. Acts as DON public spokesperson for the U. S. Navy and, in coordination with The Deputy Chief of Information for Marine Corps Matters, the U. S. Marine Corps.

2. Advises SECNAV and CNO on:

a. Matters of policy relating to the public's understanding of the Maritime Strategy and its support of the Naval Establishment;

b. Policies and methods of information dissemination and means to increase public awareness;

c. Public affairs aspects of operations, Navy activities and public events or incidents.

3. Coordinates public affairs policies and programs of the Navy and Marine Corps.

4. Coordinates, evaluates and forwards to the Office of the Assistant Secretary of Defense (Public Affairs) [OASD(PA)] information of national or international interest concerning the Department of the Navy for public release.

5. Originates and disseminates information on developments within the Navy.

6. Provides community relations and internal information program policy guidance.

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7. Develops Department of the Navy policy proposals on requirements and applications of audiovisual resources and products for public affairs purposes.

8. Advises the Chief of Naval Personnel on the procurement, training and assignment of Navy officer and enlisted public affairs personnel.

9. Acts as program or rating sponsor for:

- a. Navy Band;
- b. Navy Reserve Public Affairs Program;
- c. Special Duty Public Affairs (1650) community;
- d. Navy Journalist (JO) rating.

10. Directs:

- a. Navy Branch Offices of Information (with offices in New York, Dallas, Chicago, Los Angeles, Atlanta and Boston);
- b. Fleet Hometown News Center, Norfolk, Virginia;
- c. Navy Public Affairs Center, Norfolk, Virginia and Navy Public Affairs Center, San Diego, California;
- d. Navy Broadcasting Service;
- e. Navy Internal Relations Activity.

11. Serves as the OPNAV Command Assist Official for the following activities which report directly to the Chief of Naval Operations:

- a. Navy Broadcasting Service and
- b. Navy Internal Relations Activity.

12. Advises the Commander, Navy Recruiting Command (COMNAVCRUITCOM), on "creative" material (print, direct mail, radio and television) produced by or for COMNAVCRUITCOM and intended for distribution publicly (as with direct mail) or through media (on either a paid or "public service" basis).

(b) CHINFO Field Activities. To achieve the public affairs objective in a cost-effective manner, CHINFO must communicate at the regional as well as national level. Communicating with news media representatives on a host of complex and occasionally controversial issues dictates that some public affairs resources be located in various regions. Because Navy and Marine Corps assets are concentrated in coastal locales, the Sea Services must maintain a regional public information capability at locations where other services might be more likely to maintain bases. These activities are positioned for routine contact with local and regional news media. Other field activities generate news stories and features about

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Navy and Marine Corps men and women to recognize and convey to the general public an appreciation of their professionalism, personal excellence and sacrifice. Specific responsibilities are listed below.

**1. Navy Offices of Information (NAVINFOs).** CHINFO establishes and maintains direct liaison with local and regional media throughout the United States through the operations of the Navy Offices of Information (NAVINFOs). The NAVINFOs act as the field representatives of CHINFO in their respective areas of responsibility. Geographic areas are assigned as follows:

**a. NAVINFO SOUTHEAST, Atlanta, GA:** Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, the Virgin Islands and West Virginia.

**b. NAVINFO NEW ENGLAND, Boston, MA:** Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont.

**c. NAVINFO MIDWEST, Chicago, IL:** Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, South Dakota, Ohio and Wisconsin.

**d. NAVINFO SOUTHWEST, Dallas, TX:** Arkansas, Colorado, Oklahoma, Kansas, Louisiana, Missouri, Texas and Wyoming.

**e. NAVINFO WEST Los Angeles, CA:** Alaska, Utah, Arizona, California, Montana, Nevada, New Mexico, Oregon, Washington, Idaho and Hawaii.

**f. NAVINFO EAST, New York, NY:** Delaware, New Jersey, New York, Pennsylvania and Maryland.

**2. Mission and Functions of Navy Offices of Information.** The NAVINFOs support and act on behalf of CHINFO in all public affairs matters. In so doing, they provide a communications link between senior Navy leadership and local and regional media. Their specific functions include:

**a.** Act as spokesperson for the Navy and CHINFO with the media and the public.

**b.** Establish and maintain professional relationships with local, regional and national media.

**c.** Establish and maintain professional relationships with major civic, community and governmental organizations.

**d.** Establish and maintain professional relationships with Navy and appropriate DoD organizations and units.

**e.** Coordinate public affairs aspects of visits by ships and other operational units with appropriate fleet commands.

**f.** Market Navy and appropriate DoD print, audio and video products.

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g. Distribute Navy and appropriate DoD statements and publications.

h. Identify media and community speaking platforms to keep the public informed of Navy and appropriate DoD activities.

i. Provide training and support to reserve personnel assigned to NAVINFO and OI Detachments and to reserve public affairs personnel.

j. Coordinate public affairs aspects of visits by senior Department of the Navy and appropriate DoD officials.

k. Provide assistance to and coordinate public affairs activities with Navy Recruiting Area and District PAOs.

l. Provide assistance to and educate NROTC units regarding Navy public affairs.

m. Provide public affairs and media liaison support to selected special events approved by the CHINFO.

n. Advise CHINFO concerning current trends and significant issues being reported in media outlets.

**3. Status and Command Relationships.** The NAVINFOs are shore (field) activities in an Active (Fully Operational) status under the authority of a Director. The NAVINFOs are under the coordination of CHINFO and are subject to area coordination authority as follows:

a. The area coordinator for NAVINFO New England is the Commander in Chief, U. S. Atlantic Fleet (CINCLANTFLT) who exercises authority through the regional area coordinator, Commander, Submarine Group TWO;

b. The area coordinator for NAVINFO East is CINCLANTFLT who exercises authority through the regional area coordinator, Commander, Naval Base Philadelphia;

c. The area coordinator for NAVINFO Southeast is CINCLANTFLT who exercises authority through the regional area coordinator, Commander, Naval Base Charleston;

d. The area coordinator for NAVINFO Midwest is the Commander, Naval Education and Training (CNET), who exercises authority through the regional area coordinator, Commander, Naval Training Center Great Lakes;

e. The area coordinator for NAVINFO Southwest is CNET who exercises authority through the regional area coordinator, the Chief of Naval Air Training;

f. The area coordinator for NAVINFO West is the Commander in Chief, U. S. Pacific Fleet, who exercises authority through the regional area coordinator, Commander, Naval Base San Diego, California.

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**4. Liaison Functions of Navy Offices of Information.**

Keeping CHINFO informed, the Director of the NAVINFO shall maintain liaison with:

a. The PAOs of the fleet commanders in chief and area coordinators to facilitate Navy response to requests from media representatives for ship, aircraft or shore station visit or embarkation; (this liaison is also intended to assist the NAVINFO by learning of fleet and area coordinator public affairs plans and operational priorities, thus enabling NAVINFO personnel to reflect these plans, whenever appropriate, during routine communication with media representatives);

b. Counterpart Naval Reserve Public Affairs units on matters concerning unit training, mobilization readiness and enhanced peacetime employment, especially regarding the assignment of Reserve public affairs personnel to tasks in direct support of NAVINFO requirements;

c. The PAO for the Navy Recruiting Area within the NAVINFO's region of responsibility. In this regard, the Navy Recruiting Area PAO shall apprise the NAVINFO of priority recruitment programs in the region, challenges faced by particular Navy Recruiting Districts and events which require coordination. The NAVINFO Director shall inform the Navy Recruiting Area of events which require coordination and involve, to the maximum extent feasible, the PAOs of the Navy Recruiting Areas and Districts with NAVINFO visits to media in their locale.

**5. Special Functions of Certain Navy Offices of Information**

a. For NAVINFO East: Magazine, book publishing and television production industry concentrated in the New York City area.

b. For NAVINFO West: Major film and television production industry concentrated in the Los Angeles area.

**6. Navy Public Affairs Centers.** Navy Public Affairs Centers play an integral role in meeting the public affairs objective of the Department of the Navy by improving public understanding of individual Navy men and women by producing materials for release. The Navy Public Affairs Centers in San Diego, California, and Norfolk, Virginia, shall:

a. Establish production teams to provide written, audio and photographic feature material about Fleet personnel, units and activities;

b. Serve as public affairs emergency reaction teams or as a resource of personnel and materiel support when required and approved by CHINFO;

c. Coordinate production assignments and taskings with counterpart Naval Reserve Public Affairs units and also conduct liaison on matters involving training and mobilization readiness;

d. Perform other functions as directed by CHINFO.



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**7. Fleet Home Town News Center (FHTNC).** The mission of the FHTNC is to gather, evaluate, edit and reproduce news stories, features, fillers and photographs received from the forces afloat and the shore establishment, the U. S. Marine Corps and the U. S. Coast Guard concerning military personnel. The material is then disseminated to media with standing requests for the material, generally media serving the home towns of personnel in the news or feature stories. The FHTNC is also responsible for the operation of the Joint High School News Service, an activity operated by CHINFO acting as DOD Executive Agent. The Joint Service High School News Service provides educational information on benefits, opportunities, privileges and programs available in all U. S. military services. Specific functions of the FHTNC are to:

a. Periodically validate standing requests for material by canvassing news media nationwide;

b. Receive home town news submissions from the operating forces and shore activities for processing;

c. Report to CHINFO and others the degree of unit participation in the fleet home town news program;

d. Through the Joint High School News Service staff, publish "Profile" magazine and maintain a valid distribution list of high schools, colleges and universities that request the magazine;

e. Inform and train collateral duty public affairs personnel in using the service and making FHTNC submissions.

**(c) Deputy CHINFO for Marine Corps Matters.** Reference (g) designates DIRPA as Deputy CHINFO for Marine Corps Matters. DIRPA may report directly to the Secretary of the Navy on matters pertaining solely to the Marine Corps, but must inform CHINFO promptly regarding the substance of all independent contact with the Secretary. He has direct responsibility to CMC for development, planning and implementation of public affairs programs within the U. S. Marine Corps. References (e) and (g) contain details. Per reference (e), Deputy CHINFO for Marine Corps Matters will: (R)

**1. Advise the Commandant on:**

a. Matters of policy relating to public understanding and support of the Marine Corps;

b. Policies and methods of public information and of the dissemination of news;

c. Public affairs aspects of operations and activities.

**2. Coordinate public affairs programs and activities of Corps-wide impact.**

**3. Maintain open channels of communication to inform the public about the Marine Corps and gain understanding and support.**

**4. Evaluate and coordinate with CHINFO and ASD(PA), release of information of international, national or regional interest about the Marine Corps and disseminate information originating at Headquarters, Marine Corps.**

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5. Coordinate the security review and clearance of material about the Marine Corps for public release.

6. Inform the Marine Corps internal audience of current Marine Corps policies and programs.

7. Provide policy assistance and advice to the senior Marine Corps representative at the Defense Information School.

8. In cooperation with CHINFO, exercise policy guidance concerning Marine Corps news material released through the Fleet Home Town News Center.

(d) **Marine Corps Public Affairs Field Activities.** Marine Corps public affairs field activities are operational adjuncts of the Public Affairs Division, Headquarters Marine Corps, and receive operational and administrative direction and guidance from DIRPA. These activities, designated Marine Corps Public Affairs Offices, maintain a close working relationship with important elements of the mass communications industry, including but not limited to the wire services, newspapers, television, radio, independent producers, writers and photographers, and the public affairs organizations of major commercial, civic, religious and other governmental organizations. The offices are responsible for assisting commercially sponsored national television and radio shows, responding to queries from the news media and the general public and releasing information and photographs to requesting publications and periodicals.

1. **Marine Corps Public Affairs Office, New York.** In addition to the responsibilities discussed in subparagraph (d) above, this office is also responsible for establishing professional relations with magazine and book publishers and television networks and production facilities in the New York area.

2. **Marine Corps Public Affairs Office, Los Angeles.** In addition to the responsibilities discussed in subparagraph (d) above, this office is also responsible for establishing professional relations with major motion picture and television production facilities in the Los Angeles area.

(4) **The Operating Forces.** Subject to the direction of senior authority, each officer who exercises command authority is responsible for the conduct of public affairs--internal information, public information and community relations--within that command. The capability to execute the entire range and depth of public affairs functions varies widely from one echelon of the operating forces to another and will also vary depending upon the employment of an individual command.

(a) **Fleet and Force Public Affairs.** In view of the fundamental premise that public affairs responsibility is one of command, the conduct of public affairs down through the chain within the Naval Establishment generally divides into two channels of authority: the operational and the administrative. Matters falling under the cognizance of an operational commander vary widely, from press inquiries concerning the employment of a ship or the impact of a particular fleet exercise to planning for the distribution of Armed Forces Radio and Television Service (AFRTS) programming materials to a deploying unit. Equally diverse are those public affairs matters falling under the cognizance of an administrative commander. The surface force commander may be tasked to exercise authority in matters such as press inquiries concerning the cost of a regular overhaul of a

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destroyer or a personnel casualty aboard a non-deployed unit within the force. It will often be necessary for an individual unit commander to coordinate a public affairs matter with both operational and administrative superiors in the chain of command.

**(b) Responsibilities of Command. Officers in command will:**

1. Designate a PAO in writing and provide opportunities for appropriate training;
2. To the best of their ability and authority, execute the Department of the Navy Public Affairs Objective and the information goals of seniors in the chain [see Article 0102b (The Role of Public Affairs in Executing the Maritime Strategy) and Article 0102c (Public Affairs Guidance)];
3. Enunciate internal information objectives and develop effective two-way communications within their command [see Article 0202b (Overall Department of the Navy Organization)];
4. Support Navy and Marine Corps recruiting by playing an active role in community relations programs (such as the hosting of guests, speaking engagements, etc.) and other activities [see Chapter Four (Community Relations)];
5. Approve the release of information on personnel and activities over which the command has control and authority in accordance with this instruction and the directives of seniors in the chain [see Article 0302e (Release below the Seat of Government)];
6. Act as primary subject matter expert for the command, providing interviews or designating other officials of the command to be interviewed in accordance with this instruction [see Article 0302e (Release below the Seat of Government)];
7. Ensure that the PAO has direct access to the officer in command, reasonable access to all facilities and involvement in command planning and operations from their inception so that the PAO can become thoroughly familiar with the command's operations and foresee the implications of decisions and future operations on external and internal audiences [see Article 0501a (Security Review--General)];
8. Advise the PAO of any incident, occurrence or situation with the potential for causing adverse, unfavorable or critical reaction on the part of the public or news media [see Article 0802b (The Need for Planning)];
9. Ensure that material prepared for public release does not contain classified information or proscribed technical data. Security at the source remains the valid and preferred means of maintaining operational security [see Article 0501b (Intra-Command Security Review) and 0504b (Basic Procedural Guidance)].

**(c) Responsibility of the Public Affairs Officer.** The PAO is the principal advisor and assistant to the officer in command for all public affairs matters. The PAO reports directly to the officer in command, keeping the executive officer (or Chief of Staff, etc.) informed. Duties common to all PAOs are:

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1. Execute the Department of the Navy Public Affairs Objective in the context of the mission and activities of the particular command [see Article 0102b (The Role of Public Affairs in Executing the Maritime Strategy) and Article 0102c (Public Affairs Guidance)];

2. Carry out public affairs plans and programs of superiors in the chain of command [see Article 0102c (Public Affairs Guidance)];

3. Assist the officer in command in developing a Command Internal Information Plan and informational themes on a periodic basis [see Article 0202b (Overall Department of the Navy Organization)];

4. Prepare information releases which pertain to the activities or resources within the purview of the command, and coordinate releases with other commands and activities as necessary [see Article 0302e (Release below the Seat of Government)];

5. Implement the Fleet Home Town News Program (see Table 3-1: Public Information Capabilities for Various Units);

6. Participate in command exercises which place the PAO in situations requiring the handling of contingencies [see Article 0802 (Preparing for the Emergency)];

7. Assist tenant or subordinate commands and activities on public affairs matters, when feasible [see Article 0302e (Release below the Seat of Government)];

8. Participate in the planning process for current and future operations and employments of the command [see Article 0501a (Security Review--General) and 0802b (The Need for Planning)];

9. Evaluate potentially adverse or unfavorable incidents, occurrences or situations and recommend a course of action to the officer in command which minimizes adverse impact and conforms to guidance in this instruction [see Article 0803 (Public Affairs Assessment of and Initial Release on a Disaster)];

10. Ensure that all material prepared for release by persons under the supervision and control of the PAO is free of classified information and proscribed technical data [see Articles 0501 (Security Review) and 0504 (Policy Review)].

**(5) Area Coordinators.** One channel of authority through which a public affairs plan, initiative or response might pass within the Department of the Navy is headed by the area coordinator. Navy shore activities are established by the SECNAV and are commanded by the CNO, either directly or through subordinate commanders in the chain. To assure efficient use of resources, coordinated fleet and personnel support and adequate oversight authority for all shore activities, CNO assigns all shore activities in a given geographic area to an area coordinator to represent CNO and SECNAV on such matters as may be assigned, including public affairs coordination. In the exercise of area coordination authority over Marine Corps activities in the chain of command of CMC, there are specific limits placed on functions that can be performed by the area coordinator; reference (f) is germane. Area coordinators promulgate governing directives, consolidate common services,

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participate in negotiations with other services and governmental agencies and direct the efforts of shore activities to ensure the provision of support and service to the Operating Forces of the Navy. Area coordinators also may define regions within their areas of responsibility. For each defined region, the area coordinator designates an appropriate official, normally a flag officer, to serve as regional area coordinator. Public affairs functions of the area coordinator:

(a) Coordinate public affairs matters within their respective region of authority which are beyond immediate command responsibility and may impact on other commands or the resolution of other regional issues;

(b) Delegate, where appropriate, specific public affairs duties and responsibilities to regional area coordinators;

(c) Establish and maintain active plans that address significant issues faced in the region and provide pertinent instructions to subordinate commands related to those issues;

(d) Issue instructions on reporting requirements in connection with:

1. Death or injury to non-Navy civilians aboard Navy ships, aircraft or bases;

2. Public affairs assessments of disasters, accidents, incidents and other emergent situations involving naval personnel or units;

(e) Coordinate nominations for Guest of the Navy Cruise embarkations and other Navy, Marine Corps and DoD educational orientation programs;

(f) Coordinate special community relations functions when necessary for most effective use of resources (e.g., Navy Week, Navy Birthday, Armed Forces Day, performance team appearances, etc.).

(g) Coordinate port visits.

**(6) Geographic Assignments for Area Coordinators.** Geographic regions of responsibility are listed below:

(a) Commandant, Naval District, Washington, D. C., for Maryland, District of Columbia and Northern Virginia Counties of Arlington, Fairfax, Fauquier, Loudoun, Prince William and Stafford and cities located within their combined outer boundaries;

(b) Commander in Chief, U. S. Atlantic Fleet for the East Coast states of Maine, New Hampshire, Connecticut, New York, Vermont, New Jersey, Massachusetts, Rhode Island, Pennsylvania, Delaware, Virginia (less Northern Virginia area assigned to COMNAVDIST Washington, D. C.), North Carolina, South Carolina, Georgia, Florida (less Pensacola and Florida panhandle area assigned to CNET) and overseas areas under the cognizance of CINCLANTFLT;

(c) Commander in Chief, U. S. Pacific Fleet for the West Coast states of California, Nevada, Oregon, Washington, Alaska and Hawaii and overseas areas under the cognizance of CINCPACFLT;

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(d) Chief of Naval Education and Training for the East Central and Southwestern states of Idaho, Utah, Arizona, Montana, Wyoming, Colorado, New Mexico, Texas, Wisconsin, Illinois, Kentucky, Tennessee, Mississippi, Alabama, Florida (Pensacola and the Florida panhandle bounded by the eastern boundaries of the counties of Jackson, Calhoun and Gulf), Michigan, Indiana, Ohio and West Virginia;

(e) Commander, Naval Reserve Force, for the Central states of North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Minnesota, Iowa, Missouri, Arkansas and Louisiana;

(f) Commander In Chief, U. S. Naval Forces Europe, for overseas areas in Europe and Africa (less East African littoral states assigned to the Commander, U. S. Naval Forces, Central Command);

(g) Commander, U. S. Naval Forces, Central Command, for the Middle East and the East African littoral states of Egypt, Sudan, Ethiopia, Djibouti, Somalia and Kenya.

**(7) Navy and Marine Recruiting External Communications.** External communication in the Navy Recruiting Command and at Marine Corps Recruiting Districts is distinct in design and execution from the public information function performed by other commands because of the business or sales nature of the recruiter's mission. Publicity, defined as informative, non-advertising marketing communication through news or feature-oriented media, is generated by recruiting public affairs personnel. Publicity and promotional actions are based on marketing plans developed at both the local and national levels. Media relations efforts are coordinated as necessary with appropriate commands and activities in the Department of the Navy and Department of Defense. CHINFO reviews and approves all recruiting advertising prior to its appearance in any medium, with the exception of classified advertising that is developed locally in accordance with previously approved advertising guidance. Navy and Marine Corps recruiting organizations will establish professional relations with the advertising industry and news and feature-oriented media and develop and implement creative communication strategies to fulfill the goals of their command's marketing plan.

**(8) Naval Reserve Public Affairs.** The Naval Reserve public affairs community is a skilled resource of officer and enlisted personnel available for use in both routine, peacetime public affairs initiatives as well as wartime or emergency actions in direct support of U. S. Navy operational forces. The majority of Selected Reserve public affairs billets are assigned to Naval Reserve Public Affairs Program 35 units which are staffed to meet the immediate needs of the Office of Information in the event of war, national emergency or other contingency when authorized by law. Additional Selected Reserve billets are assigned to various units in both the Naval Surface Reserve Force and Naval Air Reserve Force. Responsibilities and reporting requirements are briefly summarized below:

(a) Naval Reserve Public Affairs units report via the appropriate regional Naval Reserve Readiness Command to the Commander, Naval Reserve Force (COMNAVRESFOR), for training and administrative matters.

(b) CHINFO defines and establishes the mission, objectives, plans and policies governing each reserve unit in the Reserve Public Affairs Program and

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their mobilization training. The Program is referred to as "Program 35," and participating units are referred to as "Program units." CHINFO has the further responsibility of ensuring that sufficient personnel will be available to provide a full range of public affairs services to supplement the active duty assets at all levels of Navy command upon mobilization. To this end, CHINFO shall ensure that there are sufficient persons drilling within Program 35 units to provide for unexpected fleet mobilization demands.

(c) COMNAVRESFOR manages training and utilization of the units and monitors activities of reserve public affairs personnel assigned mobilization billets at units not sponsored by CHINFO.

(d) The Selected Reserve public affairs flag officer is the special assistant to COMNAVRESFOR and to CHINFO responsible for matters concerning mobilization training and peacetime utilization of reserve public affairs personnel. The reserve flag officer also provides public affairs counsel to senior commands and monitors Program 35 units on behalf of COMNAVRESFOR and CHINFO.

#### **(9) Marine Corps Reserve Public Affairs**

(a) Responsibility for all public affairs matters related to the Selected Marine Corps Reserve is vested in the Commanding Generals, 4th Marine Division and 4th Marine Aircraft Wing.

(b) The Director, Marine Corps Reserve Support Center, administers the Individual Ready Reserve which supports public affairs assignments at mobilization stations, as members of the Public Affairs Reserve Augmentation Unit or in any of several Public Affairs Mobilization Training Units sponsored by DIRPA.

(c) The Directors of numbered Marine Corps Districts, responsible for Marine recruiting in a wide geographic region, coordinate public affairs activities within their regions of responsibility and will coordinate public affairs plans and activities affecting reserve units with the Commanding Generals, 4th Marine Division and the 4th Marine Aircraft Wing.

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